TRADOC Commander's Conference

STRYKER

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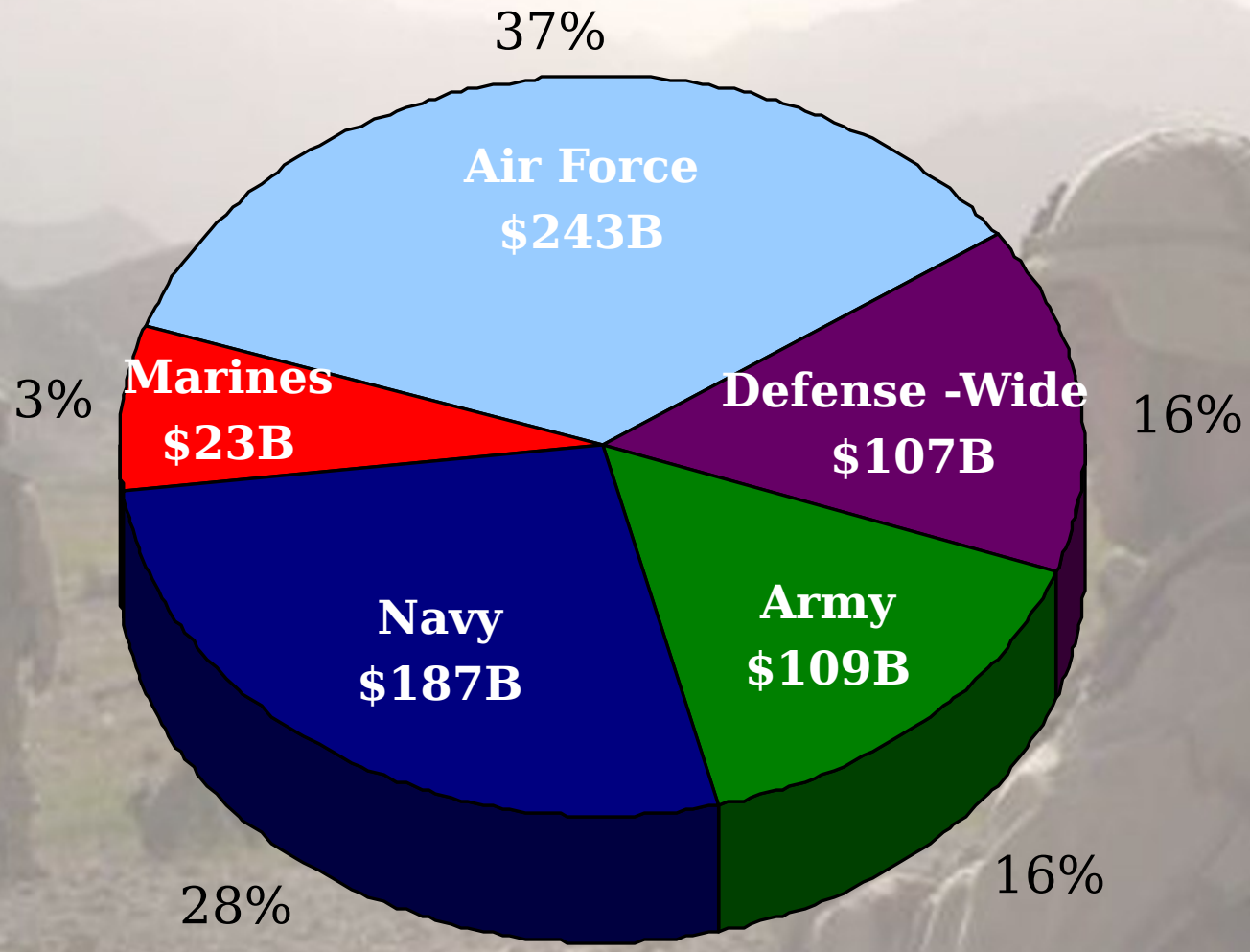
Deputy for Systems Management
Office of the Assistant Secretary of the Army
(Acquisition, Logistics, and Technology)
30 January, 2003

AT WAR
AND
TRANSFORMING

Department of Defense Research, Development, and Acquisition (RDA) Dollars*

FY03 – FY07: $669B



*Constant year dollars

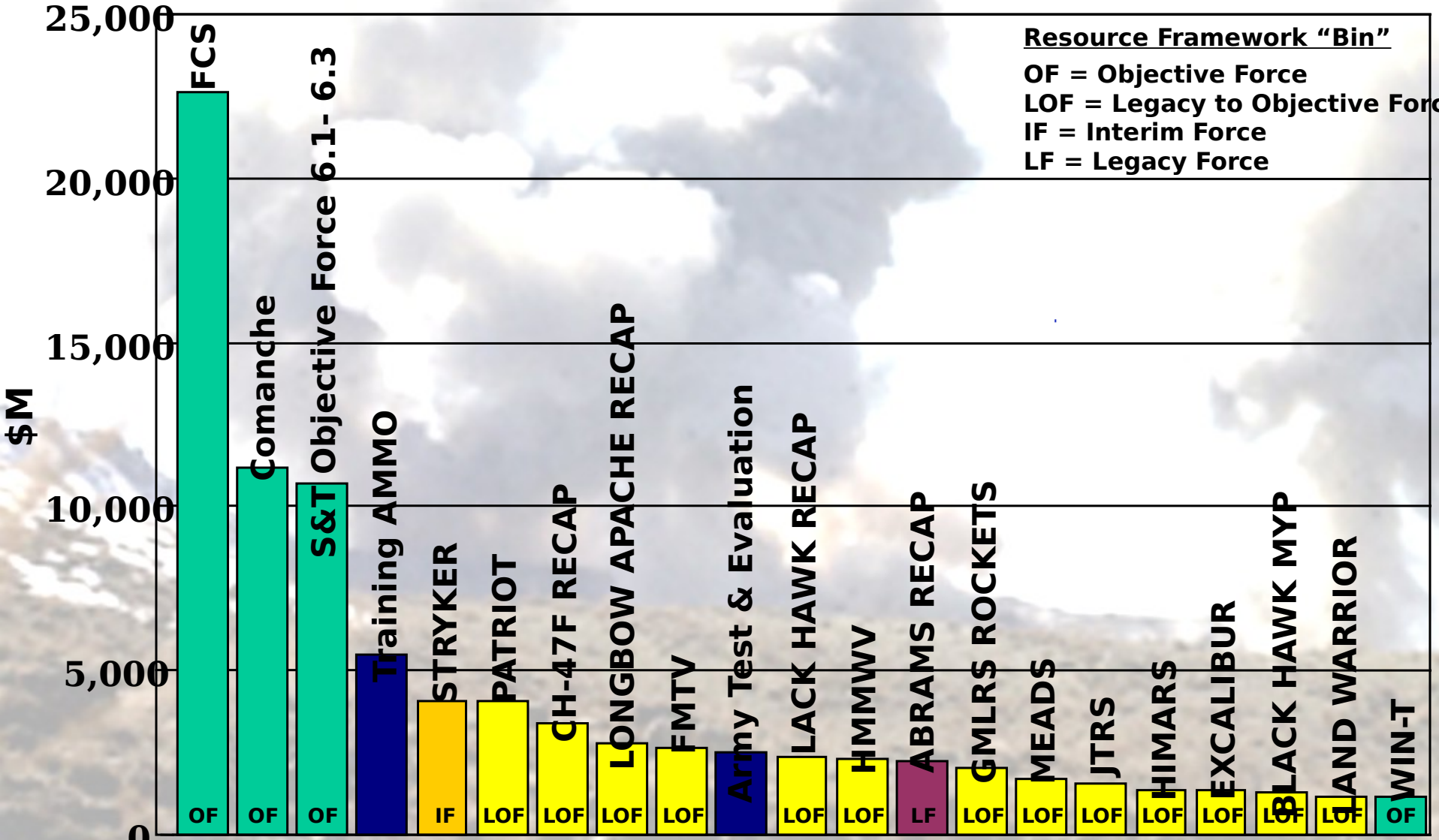
Department of Defense
Top Twenty RDA Programs FY 03

Resource Framework "Bin"

OF = Objective Force
LOF = Legacy to Objective Force
IF = Interim Force
LF = Legacy Force

	($M)
1. F-22 Raptor	5,447
2. C-17	3,856
3. Joint Strike Fighter	3,632
4. F/A-18E/F	3,174
5. DDG 51 Destroyer	2,864
6. Virginia Class Sub	2,760
7. V-22 OSPREY	1,985
8. Longbow Apache (LOF)	1,039
9. AEHF	986
10. DD 21 Destroyer	960
11. Stryker (IF)	936
12. Comanche (RAH-66) (OF)	910
13. LPD 17 CLASS	889
14. NAVSTAR GPS	832
15. Patriot PAC-3 (LOF)	818
16. SBIRS	815
17. FCS (OF)	717
18. FMTV (LOF)	683
19. JDAM	654
20. TRIDENT II MISSILE	586

Army
Top Twenty RDA Programs FY 04-09*



*As of September 18, 2002

Stryker Brigade Combat Team

National Intelligence Means

- JSTARS
- Global Hawk

U2

Mobile Gun System

NBC Reconnaissance Vehicle

Command Vehicle

Medical Evacuation Vehicle

Infantry Carrier Vehicle

Fire Support Vehicle

Mortar Carrier Vehicle

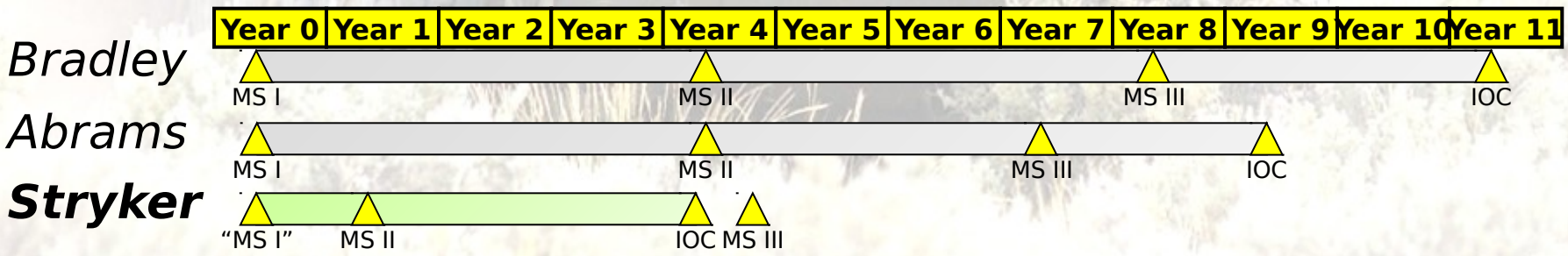
Reconnaissance Vehicle

Engineer Squad Vehicle

Anti-Tank Guided Missile Vehicle

Stryker -- Rapid Acquisition

CSA Announcement	**12 Oct 99**
ORD Approved	**6 Mar 00**
RFP Released	**6 Apr 00** (6 months)
Proposal Receipt	**6 Jun 00**
DAB (MS II)	**16 Nov 00**
Contract Award	**16 Nov 00** (13 months)
Protest Resolution	**9 Apr 01** (- 4 months lost)
First Acceptance	**28 Feb 02**
First Handoff	**31 May 02** (27 months actual)
Brigade FUE	**Feb 03**
Brigade IOC	**May 03** (39 months actual)
IOTE Complete	**Sep 03**
MS III	**Dec 03**



Stryker -- Keys to Success

- **Clear, consistent direction from Army leadership - No higher current modernization priority**
- **Strong support from OSD and Congress - Constant involvement and feedback**
- **A strong and effective teaming arrangement between the Contractor, OSD, HQDA (Secretariat), TRADOC, ATEC, FORSCOM, and Congress.**

- **Open communications with Industry**
- **Willingness to bend the rules and to accept risk**
- **Technology as the enabler**

A strong and effective MATDEV/CBTDEV team

- **Platform Performance Demonstration**
- **Requirements and Specfication Development**
- **Solicitation and Source Selection**
- **Compliance with OSD and**

Contributions

- **TRADOC**

  -- Dec 99 - Jan 00 Platform Performance Demonstration

  -- Stryker ORD validated by JROC 6 Mar 00

  -- Stryker MNS 6 Apr 00

  -- SBCT O&O 18 Apr 00

  -- Stryker RFP and Performance Specification 6 Apr 00

  -- Source Selection Evaluation 6 Jun - 16 Aug 00

- **FORSCOM**

  -- Execution- Modified training time lines schedule to support fielding delivery schedules

Stryker -- Acquisition Strategy

- **Execute major program activities simultaneously:**
  - **Requirements Generation**
  - **Design**
  - **Build**
  - **Test**
  - **Field**
- **Field System of Systems:**
  - **Field capability, not just equipment**

- **GFE**
  - **Prime contractor has system performance responsibility for integration & test across all**

Stryker Lessons Learned

- **Develop program plan in parallel with requirements**

- **Accept risks associated with conducting concurrent activities:**

- **Involve everyone up front: OSD, TRADOC, ATEC,FORSCOM, contractors, and Congress in program planning**

THE KEY IS TEAM WORK!!

Lessons Learned Applied to FCS

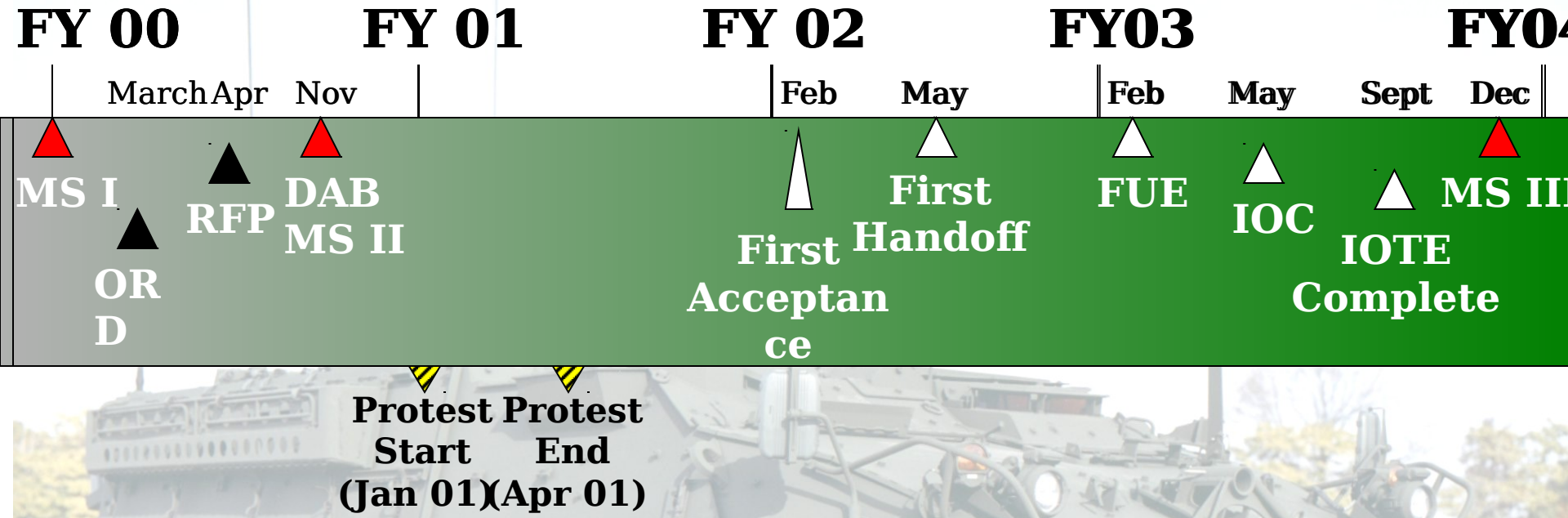
- **Coordinated a highly effective team**
  - **DARPA/ARMY/LSI**
  - **On schedule to meet program milestones**
  - **Program planning & execution in parallel with requirements generation**
  - **No air-gap with TRADOC and FORSCOM**
  - **Total involvement with OSD and Congress**

- **FCS Advanced Collaborative Environment**
  - **Modeling & Simulation Tool**
  - **Design/Engineering/Manufacturing Tool**
  - **Management Tool**

- **Regularly scheduled IPRs**
  - **Keeps everyone informed**

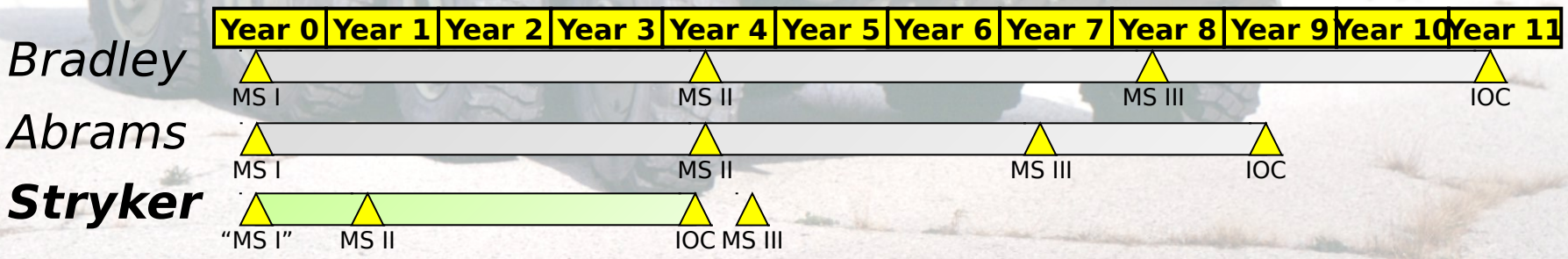
DEPARTMENT OF THE ARMY
UNITED STATES OF AMERICA
UNITED STATES ARMY
ACQUISITION CORPS
EXCELLENCE
INTEGRATION

Original and Current Schedule

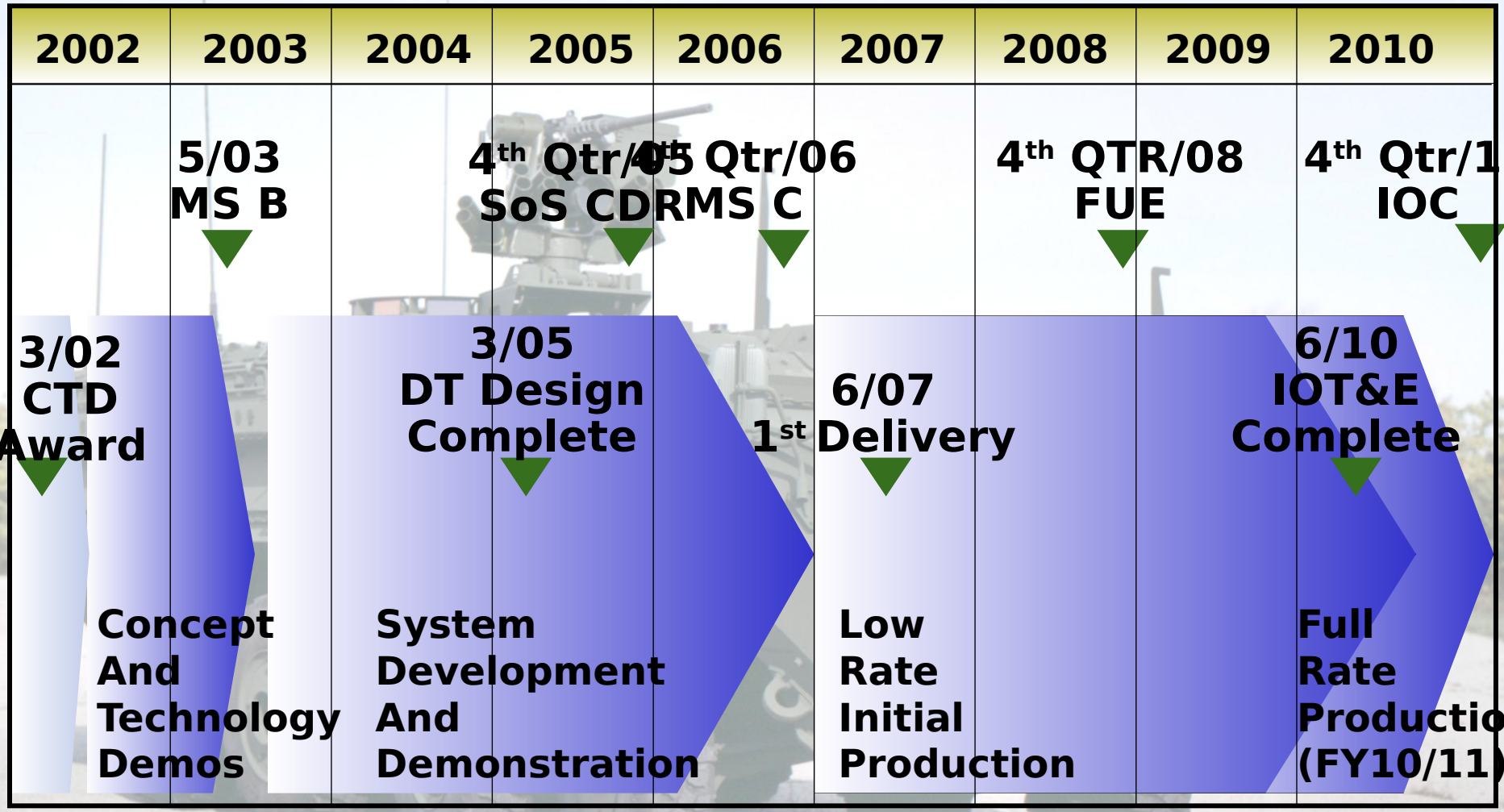


***No Change due to the Protest in the schedule**

Comparisons



FCS IOC by the End of the Decade



Dates are best estimate using backwards planni

Stryker Lessons Learned

- **Accept risks associated with conducting concurrent activities:**
  - **Develop program plan in parallel with requirements**
  - **Fund before requirements are locked – program execution rarely aligns with budget cycle**
  - **Design, build, test, and field simultaneously – puts max capability in the field soonest**
  - **Execution of program, fielding of capability is the payoff**
- **Involve everyone up front:**
  - **Include OSD, TRADOC, ATEC, FORSCOM, Contractors, and Congress**

in program planning

- **Abolish stovepipes – must have total cross-functional involvement**